Samples of employee work expectations

When writing a work expectation, think of S M A R T as a guide.

S	Specific
M	Measurable
A	Attainable
R	Relevant
T	Timely

A work expectation needs to be specific and describe exactly what is expected. How specific a work expectation needs to be depends on the level of the employee. A department head might have a work expectation: *satisfaction with a City service improved by 5% as measured by the resident survey*. That's specific enough to be really clear about the result wanted. A customer service representative, on the other hand, by virtue of his level of responsibility, likely requires more definition in his work expectations – for example: *customer service scripts and online decision support system used during service calls to reduce average call escalation rates to less than 3% in any given week.*

Generally:
- **Upper Level Manager/Executive** work expectations focus on overall department performance
- **Managers/Supervisors** focus on unit and functional results and performance of the work team: managing the operation, managing the team, managing the budget and managing external relationships
- **Professional/Technical** work expectations are often project related
- **Individual Contributor** work expectations focus on results of assigned tasks, contribution to the work team
- **Major Project/Initiative** work expectations include major projects or department initiatives that will briefly be within your job responsibilities but not be permanent

Use these SAMPLES, as ideas for developing your own work expectations.

Upper Level Managers/Executives

Major Job Duty	Lead the department/division/unit
Outcomes (results)	Vision translated and communicated to staff Environment of trust and cooperation established Financial information reported Unanticipated or difficult situations resolved responsibility for the unit accepted
Performance Standards	So that… Staff is mobilized to accomplish unit goals suitable oversight is provided financial decisions are informed and well documented staff can take realistic and appropriate actions

Major Job Duty	Administer the department/division/unit
Outcomes (results)	optimal staffing levels are identified and maintained plans created; authority delegated and workflow monitored information conveyed obstacles that hinder progress removed performance management tasks completed
Performance Standards	So that… unit's business is conducted effectively priorities and deadlines are met operation is within budget employees know where they stand employees observe with policies, procedures and work norms and values
Major Job Duty	Manage budget

Outcomes (results)	Budget developed Budget communicated Budget monitored
Performance Standards	So that… Budget documents are filed by deadline and in acceptable format No more than x requests for budget justification All employees have access to budget Performance against budget monitored monthly and adjustments communicated

Major Job Duty	Manage operations
Outcomes (results)	Objectives listed in the business plan are accomplished Progress monitored
Performance Standards	So that… Objectives are accomplished within the measures described in the business plan Department managers have quarterly input into plans for executing objectives Progress against objectives monitored quarterly and adjustments made

Major Job Duty	Assist Director with the day-to-day Operations of the Department
Outcomes (results)	Budgets proposed Reports submitted Staffing levels are optimal Performance management tasks completed
Performance Standards	So that… Division budget balanced Core program budget plus any additional innovative programs proposed at a professional level so that the Mayor and City Council can consider it for funding Monthly progress, bi-annual division and Results Minneapolis reports submitted so that timely consideration for action can be made by city leadership All staffing needs are promptly addressed so that the work group's business is conducted effectively and with minimum disruption (ie., turnovers) Plans and evaluations are created so that employees are noticed of their performance and any obstacles that hinder progress removed Make responsible spending decisions so that the division's budget is optimal with minimal waste

Mid-level Managers/Supervisors

Major Job Duty	Mange the team
Outcomes (results)	Team is engaged, effective, competent and reliable Performance is managed Work is balanced Team works well together
Performance Standards	So that… Customers are satisfied 95% of time Employees adhere to work rules Any 2 team members can work together Work is done within budget

Major Job Duty	Manage Staff
Outcomes (results)	Work expectations set Individual and group performance monitored Feedback delivered Employees involved in work Information about unit is shared monthly
Performance Standards	So that… All employees know what is expected of them All employees know how well they are performing Employees contribute x suggestions per month to improve work processes No more than x instances of employees reporting not having needed information

Major Job Duty	Manage staff
Outcomes (results)	Performance managed Staff informed Staff deployed to projects Staff engaged Positive things happen
Performance Standards	So that… All employees know work Performance Standards and measures All employees follow work norms Employees have opportunities to meet and discuss All employees know their decision-making authority Employees have an active role in work decisions All employees exhibit competence Boss and employees are happy (stress level is manageable)

Professional/Technical

Major Job Duty	Manage Department-Specific Software Program
Outcomes (results)	software tools implemented software tools function Software problems resolved Training delivered
Performance Standards	So that… Software problems not requiring BIS are resolved within 4 hours Software problems requiring BIS are resolved within 2 days Workarounds are made when needed

Major Job Duty	Coordinate projects with other City Departments and other gov't agencies
Outcomes (results)	project delivered changes to project plan documented
Performance Standards	So that… expenses are within 5% of budget work that City controls is on schedule trends are noted

Major Job Duty	Manage projects
Outcomes (results)	Project delivered Users satisfied
Performance Standards	So that… On time On budget To specifications listed in the project proposal

Major Job Duty	Provide advice/consultation/guidance
Outcomes (results)	Information and advice provided Options for solutions identified Risk associated with each option is assessed Relationships/partnerships built and maintained
Performance Standards	So that… Organizational/Department initiatives and strategic goals supported Solutions presented are appropriate • legally defensible, according to accepted practice • within x timeframe • customer follows the advice

Major Job Duty	Human Resources Consulting to customer departments
Outcomes (results)	Strategic consulting Employee/Labor relations provided Regulatory compliance consulting Organizational Design development
Performance Standards	So that… No escalation up to management (timely, accurate, legally defensible & effective) Customer feedback that is acceptable to manager

Individual Contributor

Major Job Duty	Maintain records
Outcomes (results)	Physical files in order Electronic files in order
Performance Standards	So that… Files 100% in place No reports of missing files Naming convention followed Data retention schedules followed

Major Job Duty	Customer Service
Outcomes (results)	Customer questions answered Requests for material handled Paperwork processed
Performance Standards	So that… Requests handled within 24 hours Phone answered within 3 rings Calls returned within 24 hours Information given is 100% accurate No more than x customer complaints per week

Major Job Duty	Complaint resolution
Outcomes (results)	Complaint resolved Records of action taken maintained
Performance Standards	So that… 90% of customers accept decision Action starts within 24 hours No more than 10% of complaints escalate

Major Job Duty	Administrative support
Outcomes (results)	Paperwork processed Data verified and entered online Meetings planned and calendar maintained Reports reviewed Routine correspondence written and sent out
Performance Standards	So that… Deadlines for paperwork are met Calendar is 100% accurate Items of note in reports are highlighted for manager Correspondence is 100% correct

Major Projects/Initiatives

Major Job Duty	Implement Performance Management with Staff
Outcomes (results)	Act as "champion" during implementation (work expectation setting through appraisal) Staff informed of *PerformMinneapolis* Staff expectations regarding *PerformMinneapolis* is identified and communicated Coaching or training provided Progress updates provided
Performance Standards	So that… Supervisors and staff meet at least monthly to discuss performance Staff understand and is engaged in the 3 main processes of *PerformMinneapolis* (Plan, Monitor, and Recognize our work) Staff uses the language of *PerformMinneapolis* Staff consistently demonstrate behaviors associated with initiative (6 Job Success Factors)